

Homegrown

The UK Co-operative Economy 2013



CO-OPERATIVES UK

“There is good evidence to suggest that providing consumers and workers with a voice inside organisations produces better, more intelligent and responsive forms of business. Consumer and credit co-operatives reduce poverty and make a positive contribution in skill development, education and gender equality. Participatory governance structures should therefore be viewed as an economic good, as well as a social good.”

Blueprint for a Co-operative Decade, International Co-operative Alliance¹





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“Co-operation is part of evolution, it is hard wired into us and our genes predispose us to care about the wellbeing of other people and not just our close family. Connecting has economic and social value.”

Charles Leadbeater, Institute for Public Policy Research²

“Business should aim to create long-term value – just like co-operatives.”

Nick Silver, Institute of Economic Affairs

“A co-operative revival is underway.”

Financial Times, 2013

Foreword



Co-operative enterprises across the UK represent a homegrown economy, one which is providing enduring solutions to the economic and social challenges of today's society.

Founded on principles of shared ownership, shared voice and shared profits, it is an economy driven, not by the need to reward financially a few shareholders or to escape to a tax haven, but by the will to broaden control to many, and harness participation at every stage. Our homegrown, co-operative economy is independent, owned and controlled by the members within it and local, loved and trusted by all those who form part of it.

This is a tough economic climate for all enterprises, but in Bootstrap Britain, it is co-operative businesses, which are providing an option for growth, for fairness, for innovation. From food retailers and foster carers to energy providers and child-care providers, the people behind these member-owned businesses are sowing the seeds for long term strength and resilience.

A handwritten signature in black ink, appearing to be 'Ed Mayo'. The signature is fluid and cursive, with a large initial 'E' and 'M'.

Ed Mayo, Secretary General
Co-operatives UK

Sowing the seeds

The principles of co-operation

The roots which have grounded the co-operative movement for over 150 years remain at the very core of today's co-operative businesses.

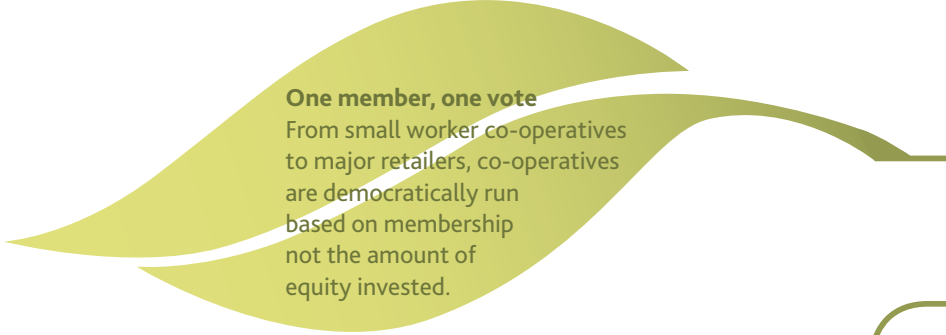
Co-operatives are owned by their members, and co-operative guiding principles give a shared voice, shared participation, and shared benefits to all members. The co-operative model is flexible, inclusive and employed by businesses across the economic landscape.

Whether empowering communities to save their local shops or pubs from closure, transferring the ownership of football and sports clubs into the hands of fans, or enabling members of large retailers to have a say in how their business is run, the environment is rich for the co-operative option.



In 2012, community share offers enabled communities to collectively purchase pubs, clubs, energy initiatives and shops. **£9m was raised in equity**, with 100 community enterprises registered and **more than 8,000 new members** sharing ownership of community assets.³

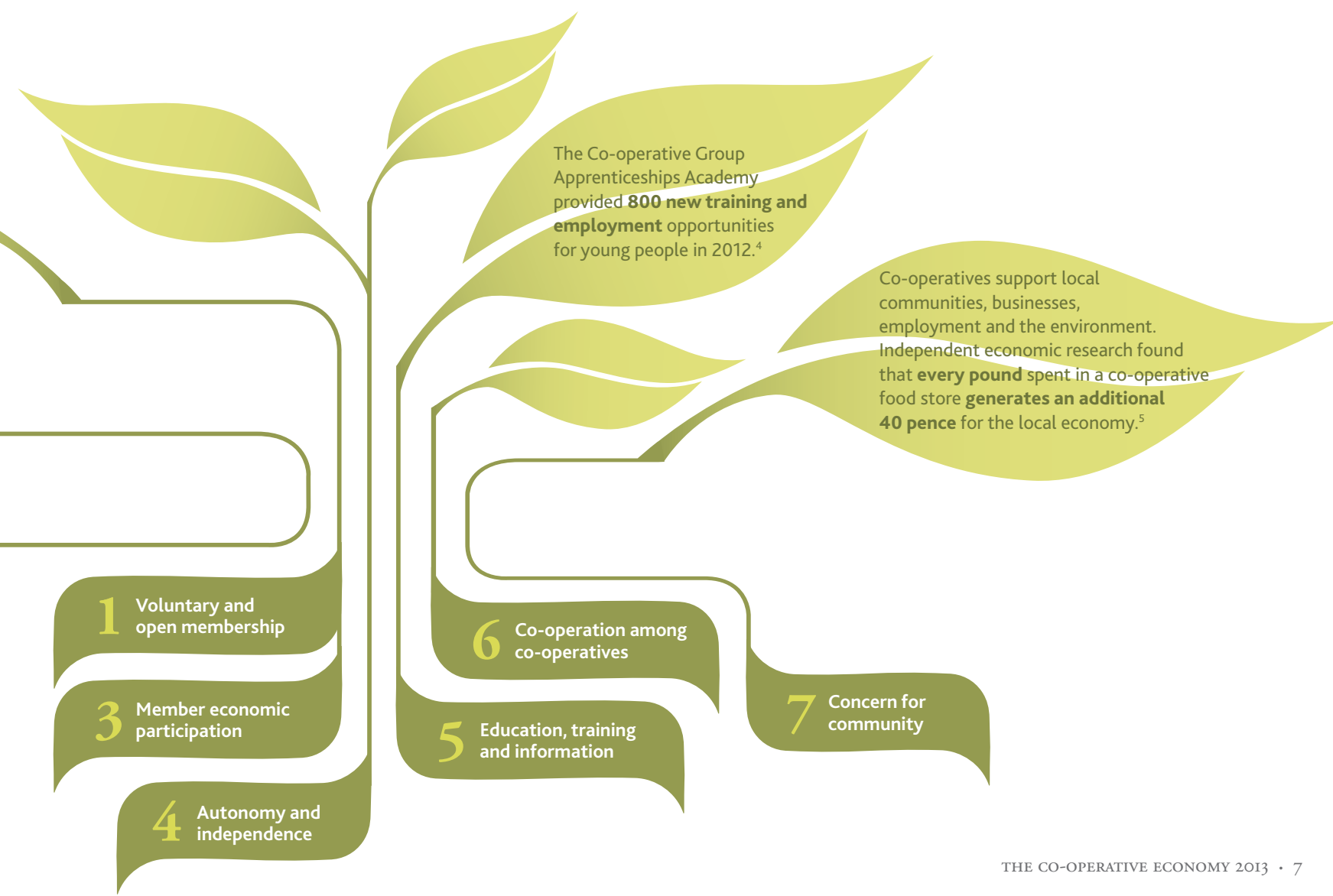
One member, one vote



From small worker co-operatives to major retailers, co-operatives are democratically run based on membership not the amount of equity invested.



2 Democratic member control



The Co-operative Group Apprenticeships Academy provided **800 new training and employment** opportunities for young people in 2012.⁴

Co-operatives support local communities, businesses, employment and the environment. Independent economic research found that **every pound** spent in a co-operative food store **generates an additional 40 pence** for the local economy.⁵

1 Voluntary and open membership

3 Member economic participation

4 Autonomy and independence

6 Co-operation among co-operatives

5 Education, training and information

7 Concern for community

Business growth – the co-operative option

Edinburgh Bicycle Co-operative operates across eight stores in Scotland and England as well as online and has around 100 workers, each with an equal share in the business.

With Edinburgh Bicycle Co-operative forecast to double in size by 2017, the co-operative model appears to be a good fit for a business that focuses on an empowered workforce and high quality services.⁶



The ecology of growth

British business needs co-operatives. In a time of limited economic growth and sustained unemployment, co-operative enterprises continue to thrive and new shoots of growth emerge as the co-operative model enables individuals, communities and enterprises to participate, collaborate, and generate their own opportunities and successes.

Business growth

Co-operative businesses in the UK together turnover more than £37bn a year. The sector has grown by more than 20% since the start of the recession in 2008.

Employee productivity

Productivity is more crucial than ever. And yet Gallup calculates the cost of low co-operation to the UK economy in terms of employee disengagement to be a minimum of £59.4bn.⁷

In the UK, employees who are engaged with their workplace take an average of 2.69 sick days per year, compared to 6.19 days for the disengaged, and engaged employees are 87% less likely to leave an organisation.⁸

Research also shows that employee engagement correlates with increased productivity and performance, and employee-owned businesses report higher levels of job satisfaction.⁹

Consumer trust

The co-operative revival cultivates a new model for wealth creation that is local, loved and trusted.

In a recent YouGov poll, 52% of people who expressed a view described co-operative businesses as trusted, compared to just 7% for PLCs. The top three words used to describe co-operatives were 'Fair' (65%), 'Democratic' (58%) and 'Trusted' (52%).

Financial resilience

Our evidence suggests that whereas only 65% of conventional businesses survive the first three years, over 90% of co-operatives are in still in business.

Product innovation

Co-operatives give a voice to employees and customers as members, creating space for their ideas for product and service improvement.



Consumer trust – the co-operative option

The Co-operative Energy, launched nationally in 2010 by Midcounties Co-operative, offers consumers an alternative to the 'big six' providers that is consumer-owned, aims for less than half the average carbon content in their provision,¹⁰ and scored higher than the 'big six' providers in the Which? satisfaction survey.¹¹



“If we had to express in only one word the most positive contribution of co-operative enterprises to overall development in our present historical conjuncture, we would say, without any hesitation: people.”

José María Arizmendiarieta, founder of Mondragon¹²

Performance through participation

Co-operatives are participatory and therefore have the potential to engage those close to the business and sustain high performance.

Participation in the community

In a time of limited opportunities and an increasing gap between the haves and have-nots, the ‘grow your own’ co-operative economy allows individual collaborators and communities to work together to take ownership and create opportunities.

Community shops, run by members of local communities where these valuable resources have often been saved from closure, had a combined turnover of £49m in 2012, with 51,510 members engaged.¹³

There are more volunteers working across co-operative community shops in the UK, reports The Plunkett Foundation, than there are helping a national charity such as RSPB.¹⁴

Participation for board performance

When it comes to gender diversity, consumer co-operatives are leading the way for women's representation at a senior level in business.

37% of directorships are held by women in co-operatives, compared to 13% of leading companies.¹⁵

One third of co-operative retail society board presidents are female, compared to 3% of the equivalent role of Chairman for leading companies, and 25% of co-operative management executive posts are held by women, compared to 5% for leading companies.¹⁶



The Wool Clip

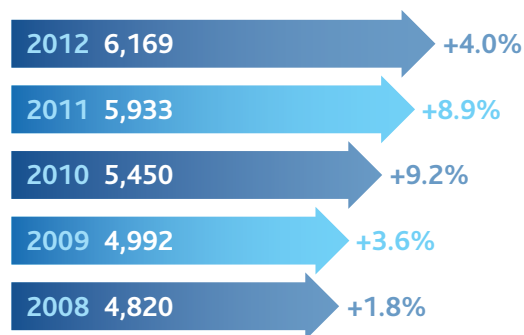
The Co-operative Women's Challenge is a campaign across co-operative enterprises, facilitated by Co-operatives UK. It aims to champion gender equality at co-operative board and senior staff level and to promote women's rights across the wider economy.

The Co-operative Economy 2013

There is strength in numbers. 2012 saw a continued increase in the number of co-operative organisations as British business continues to take control and 'grow its own'. People in the UK are taking control for the collective benefit of their customers, communities, workers and staff.

Number of co-operatives in the UK: 6,169

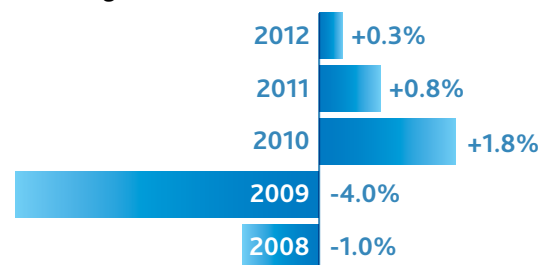
Between 2011 and 2012 the number of co-operatives increased by 236, a 4.0% increase



Total turnover of the UK Co-operative Economy: £36,746,192,000



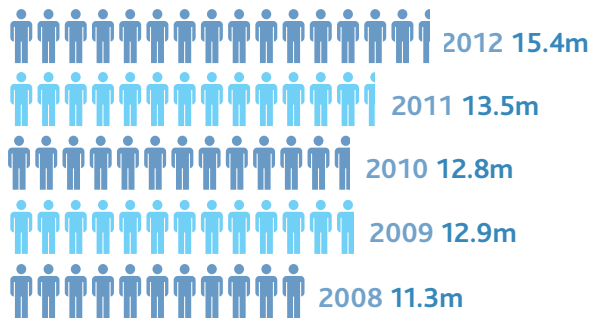
UK GDP growth¹⁷



Participation is at the centre of the co-operative model. Greater membership equates to greater participation. With a one member, one vote principle co-operative businesses ensure that all voices are equally heard.

Number of co-operative memberships: 15,353,000

Between 2011 and 2012, the number of co-operative memberships increased by around 1.9m, a 13.7% rise



Co-operatives UK AGM

Since 2008, there has been a 28% increase in the number of co-operatives in the UK, the co-operative economy has grown by 23% and there has been a 36% increase in the number of co-operative memberships.

Participation through ownership

A key characteristic of any co-operative is its relationships with its members who are the owners of the organisation.

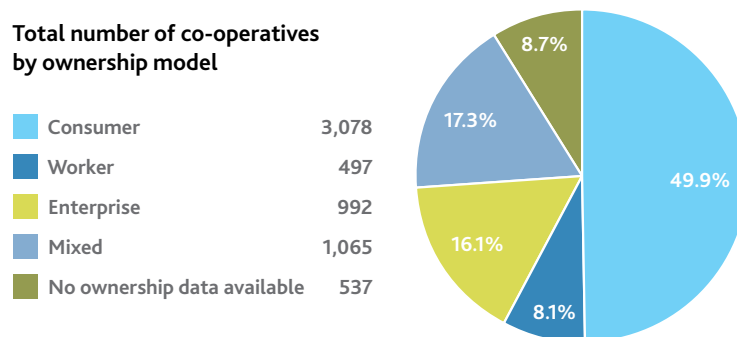
Consumer-owned: Where the members are the customers of the co-operative. This could mean they purchase food from a consumer retail society like Midlands, Scotmid or East of England Co-operative, have an account with a credit union or are a resident in a housing co-operative.

Worker-owned: Where the members work in the co-operative. This could be directly as owners in the case of a worker co-operative like Dulas or indirectly through a beneficiary trust like John Lewis Partnership, as long as there is a representative link back to the workforce.

Enterprise-owned: Where the members are businesses that trade with the co-operative. This could be supplying produce as a farmer, purchasing supplies as an independent retailer or sharing services like a taxi driver or market trader.

Mixed ownership: Where the members are a mix of the above but they all share a specific community of interest. This could be they all support the same football club, wish to save their local pub or run a village shop.

Total number of co-operatives by ownership model



Co-operatives by memberships and turnover

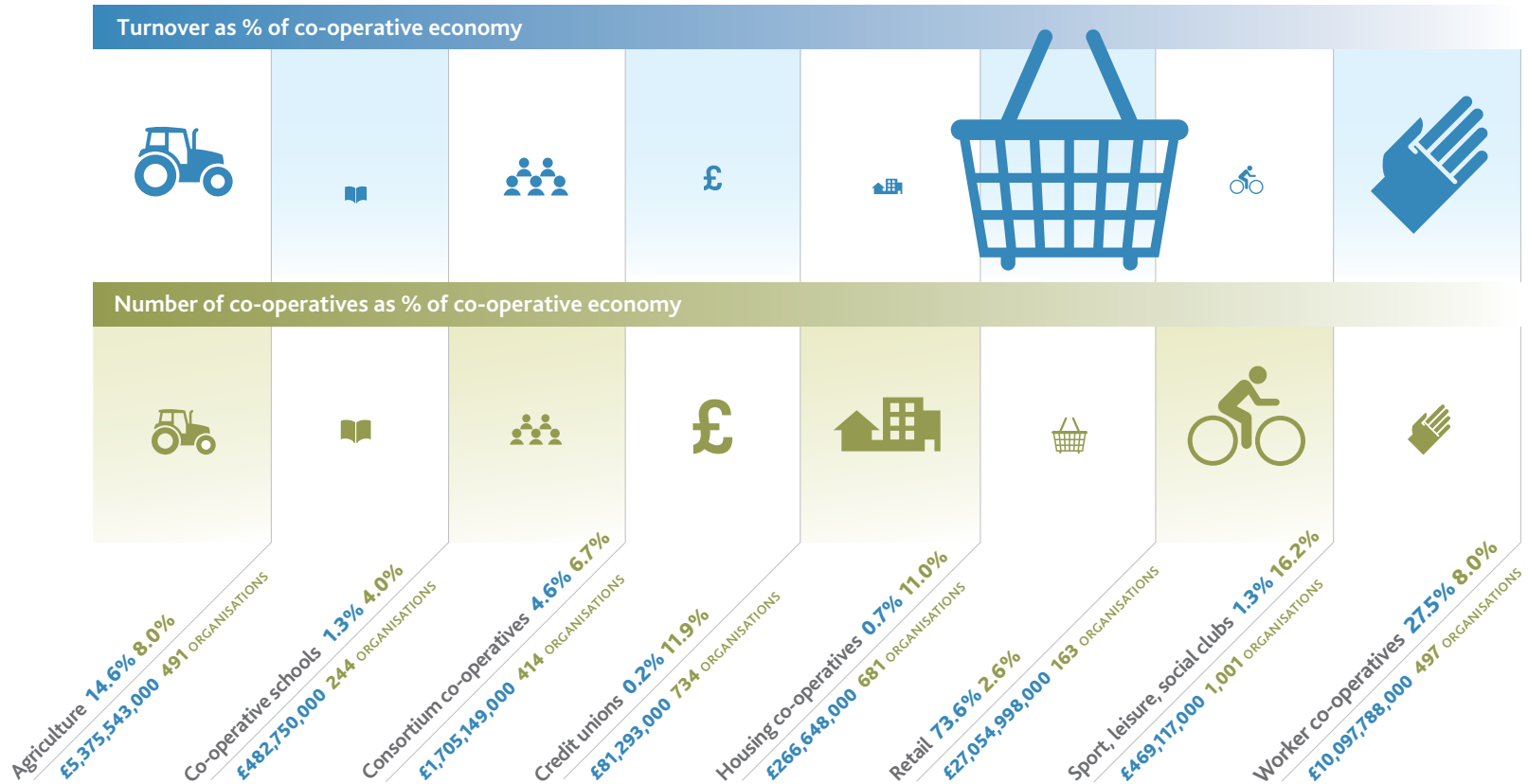
Ownership Model	Memberships	Turnover (£)
Consumer	14,887,000	£18,192,798,000
Worker	84,300	£10,097,788,000
Enterprise	163,700	£7,095,577,000
Mixed	179,700	£1,326,914,000
No ownership data available	38,400	£33,116,000

Share of turnover by co-operative ownership model



A diverse co-operative economy

Number and turnover of co-operatives by selected sectors or forms of co-operative¹⁸

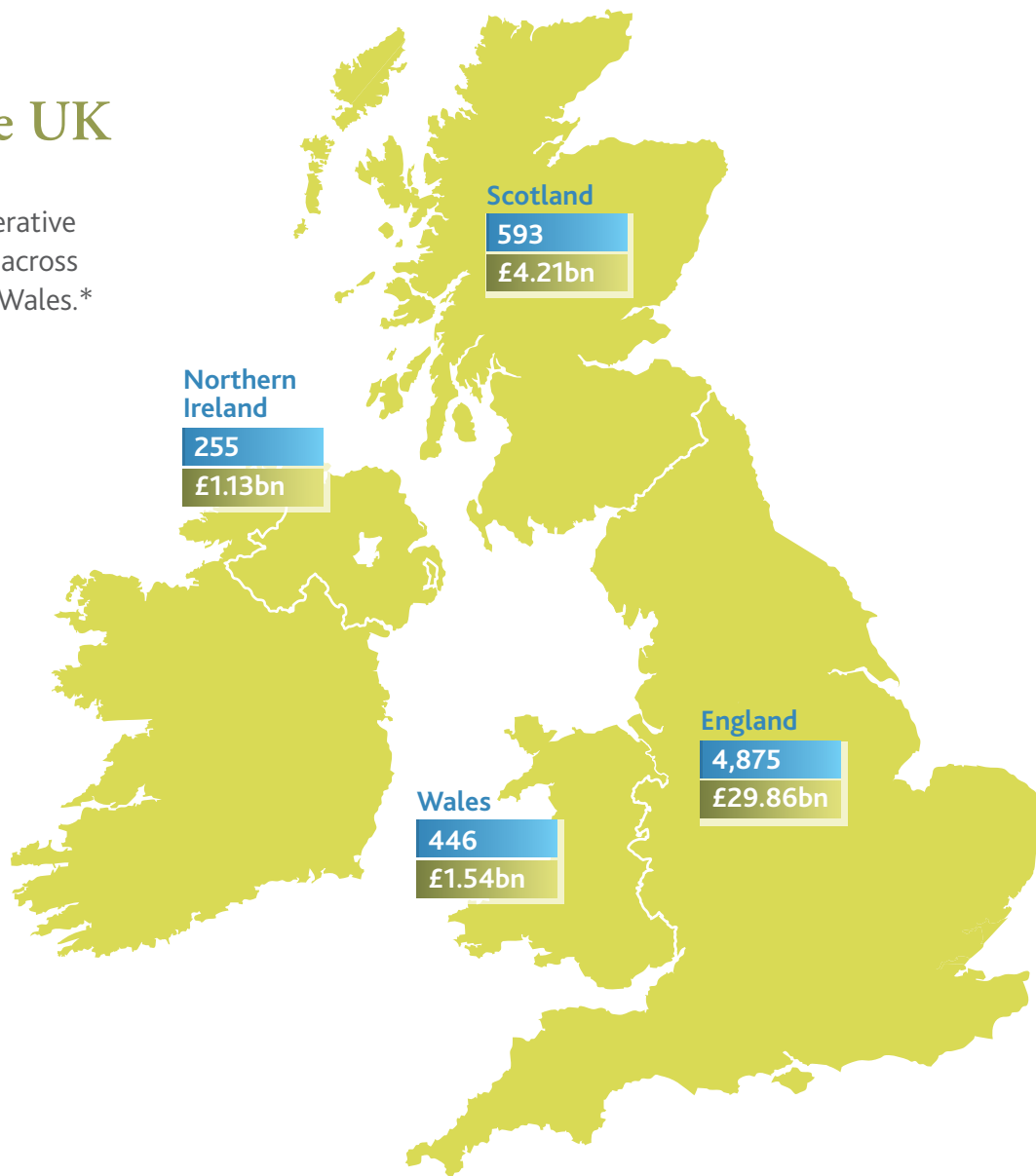


Homegrown across the UK

The UK provides fertile ground for co-operative businesses that support local economies across England, Scotland, Northern Ireland and Wales.*

Total number of co-operatives 6,169

Total turnover £36.7bn



*Where organisations operate in multiple locations or across the UK, the central registered address has been used to define operating area, with the exception of The Co-operative Group and Midcounties where regional breakdown figures are available for input. For more on the Welsh Co-operative Economy please see the supplementary report following data validation work completed by Co-operatives UK in collaboration with the Wales Co-operative Centre.

Co-operatives in a word

We asked UK business leaders what they admired about co-operative enterprise. In one word each, this is what they said.



“There are about 1 million co-operatives in the world that serve over 1 billion members and employ more than 100 million people. The 300 largest co-operatives and mutuals generate an annual turnover of 2,200 billion dollars. Together they would form the 9th largest economy in the world.”

Monique F. Leroux, President and CEO of Desjardins Group¹⁹

Local participation, global co-operation

Co-operation among co-operatives extends far beyond our own shores. The desire to be part of something greater than the sum of its parts brings together more than one billion people in the co-operative movement worldwide.²⁰

Whilst the overall UK economy is ranked 15th in global GDP,²¹ the UK co-operative economy is the 8th largest co-operative economy globally. Two of the top ten consumer and retail co-operatives in the world are British, which between them account for 15% of the top ten global co-operative retail turnover.²²

The UK is not only the historical home of co-operation, but also home to some of the most successful and innovative co-operatives worldwide.

The principle of co-operation between co-operatives brings the power of participation to sustainable business to support local economies and communities.

Co-operation among co-operatives

Wholesale ingredients such as organic olive oil are delivered from **Suma Wholefoods Co-operative**...



...to be used in baking artisan bread at **The Handmade Bakery**...



...which supplies retailers including **Unicorn Co-operative**

Global co-operation

Co-operatives provide a lifeline for many women farmers across East Africa. Through their co-operative membership, women gain better prices for their products such as coffee, milk and poultry as well as access to fertilizers and other inputs. Members also value the training and agricultural expertise provided by the co-operative which helps increase their productivity and their income.

Cash crop exports of coffee, cotton and tobacco have traditionally been dominated by men as landowners, so women are taking up the opportunity to create sustainable livelihoods through co-operatives in dairy, poultry, fruit and spice production.

To promote women's presence at board level, traditionally very low, the co-operative movement in Uganda has taken a lead in encouraging co-operatives to adopt measures such as reserving a third of all seats on boards for women.

In Kenya, gender quotas are now legally required of co-operative boards under the new constitution. As a result, thousands of women will now become leaders with benefits not only for their co-operatives but for their communities as well.²³



Twalyule Nthi Women's Group, Kenya © Rowshan Hannan

Women leaders in co-operatives across Kenya are benefiting their co-operatives and their communities.

Key information and the UK co-operative 100

The co-operative economy 2008–2012

Year	Number of co-operatives	Change	Turnover	Change	Memberships	Change	Number of employees	Change
2012	6,169	4.0%	£36,746,192,000	3.3%	15,353,000	13.7%	237,000	5.8%
2011	5,933	8.9%	£35,576,359,000	1.4%	13,500,000	5.5%	224,000	-5.1%
2010	5,450	9.2%	£35,100,000,000	7.7%	12,800,000	-0.8%	236,000	
2009	4,992	3.6%	£32,600,000,000	9.4%	12,900,000	14.2%		
2008	4,820	1.8%	£29,800,000,000	5.4%	11,300,000			

The size of the co-operative economy

Co-operatives by turnover	Number of co-operatives	Turnover	Shareholder funds	Memberships	Employees
Over £5 million	156	£35,654,442,578	£9,096,425,960	11,788,499	234,729
£1 million – £4,999,999	264	£577,926,174	£614,770,606	235,628	708
£500,000 – £999,999	256	£180,310,733	£330,719,047	243,181	306
£250,000 – £499,999	474	£163,778,291	£287,305,457	360,891	204
£100,000 – £249,999	767	£128,376,409	£178,351,081	302,466	210
£25,000 – £99,999	595	£34,983,874	£87,026,370	152,759	262
£24,999 or less	849	£6,374,346	£54,738,928	1,766,577	166
No turnover data available	2,808	–	£1,146,240,889	503,102	373
TOTAL	6,169	£36,746,192,404	£11,795,578,338	15,353,103	236,958

Consumer owned co-operatives

Consumer owned co-operatives performance 2012

Co-operatives by turnover	Number of co-operatives	Turnover	Shareholder funds	Profit before tax	Profit % turnover	Memberships	Employees
Over £5 million	35	£17,787,419,743	£6,266,238,396	£-433,787,311	-2.44	11,607,565	141,646
£1 million – £4,999,999	45	£90,142,119	£484,385,079	£16,391,204	18.18	184,112	158
£500,000 – £999,999	110	£74,669,583	£302,005,604	£9,296,210	12.45	223,599	47
£250,000 – £499,999	355	£122,191,782	£271,574,103	£5,282,496	4.32	332,236	53
£100,000 – £249,999	570	£95,421,517	£163,738,203	£3,071,675	3.22	269,639	31
£25,000 – £99,999	320	£20,249,077	£74,456,106	£3,075,456	15.19	75,851	10
£24,999 or less	332	£2,704,099	£57,364,261	£331,859	12.27	1,715,534	43
No turnover data available	1,311	0	£710,874,048	£113,664		478,483	41
TOTAL	3,078	£18,192,797,920	£8,330,635,800	£-396,224,746	-2.18	14,887,019	142,029

Worker owned co-operatives

Worker owned co-operatives performance 2012

Co-operatives by turnover	Number of co-operatives	Turnover	Shareholder funds	Profit before tax	Profit % turnover	Memberships	Employees
Over £5 million	12	£10,037,473,500	£2,061,767,048	£182,993,434	1.82	81,889	81,712
£1 million – £4,999,999	16	£39,439,616	£4,421,170	£683,339	1.73	525	323
£500,000 – £999,999	10	£7,600,803	£4,677,474	£65,768	0.87	114	115
£250,000 – £499,999	17	£5,907,654	£1,170,642	£378,479	6.41	154	69
£100,000 – £249,999	30	£4,754,304	£806,307	£167,524	3.52	85	91
£25,000 – £99,999	42	£2,287,173	£600,931	£184,207	8.05	83	151
£24,999 or less	55	£325,321	£2,942,063	£287,386	88.34	1,285	54
No turnover data available	315	0	£13,326,214	£733,005		211	274
TOTAL	497	£10,097,788,371	£2,089,711,849	£185,493,142	111	84,346	82,789

Enterprise owned co-operatives

Enterprise owned co-operatives performance 2012

Co-operatives by turnover	Number of co-operatives	Turnover	Shareholder funds	Profit before tax	Profit % turnover	Memberships	Employees
Over £5 million	61	£6,861,742,957	£645,875,881	£136,997,225	2.00	41,724	3,799
£1 million – £4,999,999	75	£169,886,285	£59,215,034	£2,523,666	1.49	39,640	185
£500,000 – £999,999	43	£31,750,695	£17,903,739	£1,364,705	4.30	11,732	101
£250,000 – £499,999	41	£14,077,879	£8,000,892	£776,592	5.52	10,256	27
£100,000 – £249,999	54	£9,303,661	£5,403,007	£306,742	3.30	11,173	18
£25,000 – £99,999	132	£7,052,733	£4,010,235	£159,231	2.26	13,535	65
£24,999 or less	215	£1,762,584	£10,212,716	£23,237	1.32	13,265	25
No turnover data available	371	0	£333,865,31	£701,422		22,334	58
TOTAL	992	£7,095,576,794	£1,084,486,821	£142,852,820	20	163,659	4,278

Mixed ownership co-operatives

Mixed ownership co-operatives performance 2012

Co-operatives by turnover	Number of co-operatives	Turnover	Shareholder funds	Profit before tax	Profit % turnover	Memberships	Employees
Over £5 million	48	£967,806,378	£122,544,635	£3,711,878	0.38	57,321	7,572
£1 million – £4,999,999	118	£263,447,830	£5,746,255	£1,456,780	0.55	1,463	42
£500,000 – £999,999	81	£57,816,380	£2,294,262	£624,821	1.08	3,614	41
£250,000 – £499,999	50	£18,042,059	£4,482,691	£937,033	5.19	12,117	55
£100,000 – £249,999	81	£13,958,196	£5,619,863	£682,223	4.89	13,764	68
£25,000 – £99,999	85	£4,642,858	£6,189,301	£368,547	7.94	57,167	36
£24,999 or less	185	£1,199,849	£4,652,351	£295,974	24.67	32,682	44
No turnover data available	417	0	£80,507,888	£40,743		1,544	0
TOTAL	1,065	£1,326,913,550	£232,037,245	£8,117,999	45	179,672	7,858

Consumer retail societies

Consumer retail societies performance 2008–2012

	2012 £m	2011 £m	2010 £m	2009 £m	2008 £m
Turnover	17,169	18,317	18,654	15,168	12,848
Trading profit after depreciation	241	725	830	647	552
Trading profit before depreciation	658	1,141	1,233	1,032	844
Transfer to reserves	-297	252	293	209	176
Share capital	219	207	207	200	191
Reserves	5,735	6,169	5,986	5,591	5,090

Consumer retail society co-operatives key performance indicators 2008–2012

	2012	2011	2010	2009	2008
Return on capital employed pre goodwill (exc inv property) %	n/a	10.6	12.8	10.4	10.9
Return on capital employed pre goodwill (inc inv property) %	n/a	9.1	10.6	9.8	8.8
Trade profit after depreciation % of sales	1.5	4.4	6.3	4.6	4.8
Trade profit before depreciation % of sales	4.1	7.0	9.4	7.2	7.4
Transfer to reserves % of sales	-1.9	1.5	2.0	1.4	0.5
Number of societies	23	24	25	26	27
Membership (000's)	11,217	10,000	9,557	9,547	8,698

Return on capital employed for consumer retail societies is not included here, due to incomplete returns, but is expected to be published online by Co-operatives UK for comparative purposes, following appropriate review by the Co-operative Performance Committee

Consumer retail societies trading performance 2012

CONSUMER RETAIL SOCIETY	TURNOVER			TRADING PROFIT/LOSS				MEMBERS
		Total	Like for like	After depreciation		Before depreciation		
	£000s	% change	% change	£000s	% sales	£000s	% sales	
1 The Co-operative Group Limited	13,637,000	-7.4	-0.7	131,800	1.0	483,800	3.8	7,600,000
2 The Midcounties Co-operative Limited	942,807	22.0	7.0	18,954	2.6	26,086	3.6	448,726
3 Midlands Co-operative Society Limited	731,726	-20.5	-1.4	25,160	3.8	42,117	6.3	999,184
4 Scottish Midland Co-operative Society Limited	433,575	0.4	0.6	6,029	1.6	17,171	4.5	246,687
5 East of England Co-operative Society Limited	378,400	-3.2	-2.8	10,154	3.0	18,594	5.5	431,000
6 Southern Co-operative Limited	332,590	7.6	6.1	9,837	3.2	19,955	6.6	136,783
7 Lincolnshire Co-operative Limited	282,950	-0.8	-1.8	18,378	7.5	24,888	10.2	211,168
8 Anglia Regional Co-operative Society Limited	216,786	-30.5	1.7	6,283	3.8	9,269	5.6	624,173
9 The Channel Islands Co-operative Society Limited	176,293	0.3	-0.7	9,105	5.7	12,437	7.8	116,589
10 Chelmsford Star Co-operative Society Limited	93,739	9.3	4.9	1,963	3.0	3,227	4.9	68,809
11 Heart of England Co-operative Society Limited	93,329	2.3	2.3	4,031	4.8	5,900	7.1	240,977
12 Radstock Co-operative Society Limited	31,892	31.4	-0.1	830	3.7	1,405	6.3	6,751
13 Tamworth Co-operative Society Limited	23,229	-0.8	0.1	901	4.5	1,555	7.7	16,642
14 Penrith Co-operative Society Limited	13,413	-9.0	-9.0	38	0.3	305	2.5	25,270
15 The Phone Co-op Limited	10,663	5.8	5.8	276	3.1	489	5.5	9,445
16 Wooldale Co-operative Society Limited	2,476	6.7	6.3	40	1.8	81	3.6	2,441
17 Allendale Co-operative Society Limited	1,811	1.7	1.7	11	0.7	34	2.0	1,027
18 Coniston Co-operative Society Limited	814	-3.7	-3.7	-14	-2.1	6	0.9	760
19 Grosmont Co-operative Society Limited	227	1.4	1.4	-5	-2.2	-4	-1.6	465
Total turnover (unadjusted)	17,403,720							
Total consumer retail societies which are members of Co-operatives UK*	17,144,219	-6.3	-0.6	241,360	1.5	658,153	4.1	11,186,897
Other consumer retail societies*	24,418	-	-	-309	-1.4	205	0.9	30,515
All consumer retail societies*	17,168,636	-6.3	-0.6	241,051	1.5	658,358	4.1	11,217,412

Totals based on adjusting societies figures to 52 week equivalent trading year

* 'Other' category consists of Clydebank, Langdale, Seaton Valley and Shepley consumer retail societies

The UK co-operative 100

The UK co-operative 100 is ranked by turnover for the 2012 trading year, or most recent trading figure where 2012 figures are not yet available. The list includes the name of the co-operative, the industry sectors that it principally trades in, the current ranking and the ranking from last year's UK co-operative 100. Co-operatives that have ceased trading or are in administration/receivership since 2012 have been excluded from the list.

Top 100 ranking	Last year's ranking	Organisation name	Industry sector	Year end	Turnover	Website
1	1	The Co-operative Group Limited	Retailing, banking and insurance	05/01/2013	£13,637,000,000	www.co-operative.coop
2	2	John Lewis Partnership PLC	Retailing	26/01/2013	£9,541,300,000	www.johnlewispartnership.co.uk
3	5	The Midcounties Co-operative Limited	Retailing	26/01/2013	£942,807,000	www.midcounties.coop
4	4	United Merchants Public Limited Company	Building Industry supply	30/04/2012	£917,000,000	www.unimer.co.uk
5	8	Openfield Group Limited	Agriculture Grain Marketing	30/06/2012	£773,524,000	www.openfield.co.uk
6	3	Midlands Co-operative Society Limited	Retailing	26/01/2013	£731,726,000	www.midlands.coop
7	6	Milk Link Limited	Agriculture and Food	31/03/2012	£627,763,000	www.milklink.com
8	7	First Milk Limited	Agriculture and Food	31/03/2012	£569,795,000	www.firstmilk.co.uk
9	9	National Merchant Buying Society Limited	Building Industry supply	31/12/2011	£502,927,250	www.nmbs.co.uk
10	17	Fane Valley Co-operative Society Limited	Agriculture and Food	30/09/2011	£455,294,000	www.fanevalley.co.uk
11	10	United Dairy Farmers Limited	Agriculture and Food	31/03/2012	£437,276,000	www.utdni.co.uk
12	14	Simplyhealth Group Limited	Healthcare	31/12/2012	£435,400,000	www.simplyhealth.co.uk
13	12	Scottish Midland Co-operative Society Limited	Retailing	26/01/2013	£428,091,000	www.scotmid.coop
14	11	East of England Co-operative Society Limited	Retailing	26/01/2013	£378,399,656	www.eastofengland.coop
15	16	Mole Valley Farmers Limited	Agricultural supply	30/09/2012	£350,399,000	www.molevalleyfarmers.com
16	15	Southern Co-operatives Limited	Retailing	26/01/2013	£332,590,000	thesouthernco-operative.co.uk
17	19	ANM Group Limited	Agriculture, Food and Livestock Marketing	31/12/2012	£304,111,000	www.goanm.co.uk
18	18	Lincolnshire Co-operative Limited	Retailing	01/09/2012	£282,950,000	www.lincolnshire.coop
19	23	Anglia Farmers Limited	Agricultural supply	31/01/2013	£230,004,380	www.angliafarmers.co.uk
20	13	Anglia Regional Co-operative Society Limited	Retailing	01/09/2012	£216,786,000	www.arcs.co.uk

Top 100 ranking	Last year's ranking	Organisation name	Industry sector	Year end	Turnover	Website
21	21	Scott Bader Company Limited	Manufacture of plastics	31/12/2011	£200,545,000	www.scottbader.com
22	22	The Channel Islands Co-operative Limited	Retailing	13/01/2013	£176,293,000	www.ci-cooperative.com
23	24	Atlasfram Group Limited	Agriculture Crop Marketing	30/06/2011	£167,927,376	www.atlasfram.co.uk
24	20	Tullis Russell Group	Manufacture of Paper and Paperboard	31/03/2012	£165,950,000	www.tullis-russell.co.uk
25	25	Housing Finance Corporation Limited	Financial intermediary	31/03/2012	£122,379,000	www.thfcorp.com
26	29	Greenwich Leisure Limited	Leisure	31/12/2012	£117,573,066	www.gll.org/b2b
27	28	Agricultural Central Trading Limited	Agricultural supply	30/06/2012	£114,983,240	www.actionfarm.co.uk
28	26	Woldmarsh Producers Limited	Agricultural supply	31/12/2011	£102,115,239	www.woldmarsh.com
29	36	United Oilseed Producers Limited	Agriculture Crop Marketing	30/06/2011	£100,346,484	www.unitedoilseeds.co.uk
30	31	Chelmsford Star Co-operative Society Limited	Retailing	26/01/2013	£93,738,848	www.chelmsfordstar.coop
31	27	Heart of England Co-operative Society Limited	Retailing	19/01/2013	£93,329,000	www.21stcentury.coop
32	33	United Farmers Limited	Agricultural supply	31/12/2012	£84,534,939	www.unitedfarmers.co.uk
33	32	Benenden Health	Healthcare	31/12/2011	£71,943,000	www.benenden.co.uk
34	37	Brandsby Agricultural Trading Association Limited	Agricultural supply	30/09/2011	£71,207,329	www.bataltd.co.uk
35	35	Ballyrashane Co-operative Agricultural and Dairy Society (1990) Limited	Agriculture and Food	31/12/2012	£69,626,994	www.ballyrashanecreamery.com
36	34	International Exhibition Co-operative Wine Society Limited	Specialised Retailer	27/01/2012	£69,152,000	www.thewinesociety.com
37	38	Scotlean Pigs Limited	Agricultural Livestock Marketing	31/05/2012	£62,336,221	www.scotlean.co.uk
38	30	Cornwall Farmers Limited	Agricultural supply	30/09/2012	£58,903,189	www.cornwallfarmers.co.uk
39	39	Long Clawson Dairy Limited	Agriculture and Food	31/03/2012	£52,134,657	www.clawson.co.uk
40	41	Tarff Valley Limited	Agricultural supply	31/12/2011	£49,064,448	www.tarffvalley.co.uk
41	–	RCT Homes Limited	Housing	31/03/2012	£44,169,000	www.rcthomes.co.uk

Top 100 ranking	Last year's ranking	Organisation name	Industry sector	Year end	Turnover	Website
42	42	Yorkshire Farmers Livestock Marketing Limited	Agriculture Livestock Marketing	31/01/2012	£43,983,551	www.yorkshirefarmers.co.uk
43	44	Clynderwen and Cardiganshire Farmers Limited	Agricultural supply	30/09/2012	£42,159,746	www.ccfagri.co.uk
44	43	Speciality Produce Limited	Agriculture and Food	31/12/2011	£41,803,174	www.specialityproduce.co.uk
45	–	Greenfields Community Housing Limited	Housing	31/03/2012	£35,700,000	www.greenfieldsch.org.uk
46	45	South Caernarvon Creameries Limited	Agriculture and Food	31/03/2012	£33,788,863	www.sccwales.co.uk
47	–	Bron Afon Community Housing Limited	Housing	31/03/2012	£32,937,000	www.bronafon.org.uk
48	57	Radstock Co-operative Society Limited	Retailing	23/02/2013	£31,891,942	www.radstock-co-op.com
49	62	Wealden Leisure Limited	Leisure	31/03/2012	£30,488,917	
50	49	Suma Wholefoods	Wholefood Wholesale	30/09/2012	£29,987,636	www.suma.coop
51	–	Phoenix Community Housing Association (Bellingham and Downham) Limited	Housing	31/03/2012	£29,716,000	www.phoenixcommunityhousing.org
52	46	Owner-Drivers Radio Taxi Service Limited	Transport	31/08/2012	£28,266,000	www.dialacab.co.uk
53	47	UIA (Insurance) Limited	Insurance	31/12/2012	£27,858,000	www.uia.co.uk
54	55	H F Holidays Limited	Leisure	31/03/2012	£25,868,000	www.hfholidays.co.uk
55	53	B A K O (Western) Limited	Food distribution and supply	28/02/2012	£25,500,000	www.bakowestern.co.uk
56	61	Surrey County Cricket Club Limited	Sporting	30/11/2012	£23,843,000	www.kiaoval.com
57	58	Carmarthen and Pumsaint Farmers Limited	Agricultural supply	30/09/2011	£23,791,769	www.cpf ltd.co.uk
58	51	Tamworth Co-operative Society Limited	Retailing	26/01/2013	£23,229,000	www.tamworth.coop
59	56	Dulas Ltd	Engineering Consultancy	31/12/2012	£23,000,000	www.dulas.org.uk
60	–	Community Gateway Association Limited	Housing	31/03/2012	£21,564,238	www.communitygateway.co.uk
61	54	Health Stores (Wholesale) Limited	Wholefood Wholesale	31/12/2012	£21,531,000	www.thehealthstore.co.uk
62	60	South Armagh Farming Enterprises Limited	Agricultural supply	31/01/2011	£20,646,652	
63	59	Local Care Direct Limited	Health & Social Care	30/09/2011	£20,163,248	www.localcaredirect.org
64	66	East of Scotland Farmers Limited	Agricultural supply	31/05/2012	£19,561,857	www.eosf.co.uk
65	68	Aspatria Farmers Limited	Agricultural supply	30/09/2012	£18,355,296	www.aspatria farmers.co.uk
66	72	Infinity Foods Co-operative Limited	Wholefood Wholesale	18/07/2012	£18,220,141	www.infinityfoods.co.uk
67	63	Hay and Brecon Farmers Limited	Agricultural supply	31/05/2012	£18,072,989	www.hayandbrecon.com

Top 100 ranking	Last year's ranking	Organisation name	Industry sector	Year end	Turnover	Website
68	52	Bedfordshire Growers Limited	Agriculture Crop Marketing	28/04/2012	£17,524,191	www.bedgrow.co.uk
69	65	Fivemiletown & Brookborough Co-operative Agriculture and Dairy Society Limited	Agriculture and Food	31/12/2010	£16,335,474	www.fivemiletown.com
70	–	Monmouthshire Housing Association Limited	Housing	31/03/2012	£16,085,000	www.monmouthshirehousing.co.uk
71	71	Dengie Crops Ltd.	Agricultural supply	30/04/2012	£15,099,675	www.dengie.com
72	67	The Green Pea Company Limited	Agriculture Crop Marketing	30/09/2011	£14,930,714	www.greenpea.co
73	64	Penrith Co-operative Society Limited	Retailing	07/01/2012	£14,733,000	www.penrithco-op.co.uk
74	77	South West Lancashire Farmers Limited	Agricultural supply	30/11/2011	£14,361,775	www.swlf.co.uk
75	–	Anglia Home Furnishings Holdings Ltd		31/03/2012	£14,200,000	www.ahf.co.uk
76	69	Shaw Healthcare (Homes) Limited	Healthcare	31/03/2012	£13,948,302	www.shaw.co.uk
77	70	Clydebank Co-operative Society Limited	Retailing	14/01/2012	£13,810,442	www.clydebankco-op.com
78	92	North East Grains Limited	Agriculture Crop Marketing	30/06/2011	£13,377,978	www.northeastgrains.co.uk
79	84	Weald Granary Limited	Agriculture Crop Marketing	30/06/2011	£13,365,885	www.wealdgranary.co.uk
80	73	Salford Community Leisure Limited	Leisure	31/03/2012	£13,124,109	www.leisureinsalford.info
81	83	Furness and South Cumberland Supply Association Limited	Agricultural supply	30/06/2012	£12,968,476	www.furnesssupply.co.uk
82	79	Essential Trading Co-operative Limited	Wholefood Wholesale	31/12/2012	£12,015,728	www.essential-trading.coop
83	76	Edinburgh Bicycle Co-operative Limited	Specialised Retailer	30/11/2011	£11,587,691	www.edinburghbicycle.com
84	81	Lancashire County Cricket Club Limited	Sporting	30/09/2011	£11,500,000	www.lccc.co.uk
85	80	WFS Border Limited	Agricultural supply	31/12/2011	£11,264,365	www.wfsborder.co.uk
86	86	Hampshire Grain Limited	Agriculture Crop Marketing	30/06/2011	£10,961,791	www.hampshire-grain.co.uk
87	–	North Wales Housing Association Cymdeithas Tai Gogledd Cymru Limited	Housing	31/03/2012	£10,701,000	www.nwha.org.uk
88	94	Phone Co-op Limited	Telecommunications	31/08/2012	£10,662,720	www.thephone.coop
89	91	Scottish Shellfish Marketing Group Limited	Shellfish Marketing	31/08/2011	£10,580,873	www.scottishshellfish.co.uk
90	–	Torrige Vale Limited	Agriculture	31/03/2010	£10,263,725	
91	87	Herts Urgent Care Limited	Healthcare	31/03/2012	£10,253,970	www.hertsurgentcare.org
92	88	Welsh Bakers Buying Group Limited	Food distribution and supply	29/02/2012	£10,128,942	www.bakowales.com

Top 100 ranking	Last year's ranking	Organisation name	Industry sector	Year end	Turnover	Website
93	98	West Lothian Leisure Limited	Leisure	31/03/2012	£9,291,704	www.westlothianleisure.com
94	95	Hilltown Farmers Attested Sales Limited	Agriculture Livestock Marketing	31/03/2011	£9,050,567	
95	–	Nottinghamshire County Cricket Club Limited	Sporting	30/09/2012	£8,790,000	www.nottsgccc.co.uk
96	96	Berry Garden Growers Limited	Agriculture and Food	31/12/2010	£8,733,113	www.kggrowers.co.uk
97	97	Whalley Range 11-18 High School – Specialist College for Business, Enterprise and Sport	Co-operative School	31/12/2010	£8,696,792	www.whalleyrange.manchester.sch.uk
98	99	Augher Co-operative Agriculture and Dairy Society Limited	Agricultural supply	30/12/2010	£8,552,601	
99	100	Renfrewshire Leisure Limited	Leisure	31/03/2012	£8,372,475	www.renfrewshireleisure.com
100	–	Leading Lives Limited	Social Care	31/03/2013	£8,300,000	www.leadinglives.org.uk

Methodology and glossary of terms

Co-operatives UK seeks to promote, develop and unite co-operative enterprises. Since 2007 it has produced the most comprehensive annual review of the UK's co-operative sector.

Sources of data

Co-operatives UK's database is compiled and updated using the following sources:

- Annual returns submitted by Co-operatives UK members.
- Annual returns submitted by industrial and provident societies to the Financial Conduct Authority (formerly the Financial Services Authority).
- Annual returns and accounts submitted by companies to Companies House.
- Additional turnover figures sourced through published annual reports and additional organisation contact.
- Additional data provided by The Plunkett Foundation, the Community Shares Unit and an enhanced data validation project has been completed in collaboration with the Wales Co-operative Centre.
- Information on women's co-operation in Africa is provided by the Co-operative College, a unique educational institution focused on research and development of the co-operative sector.

Classifications

Organisations included have been defined as co-operatives in accordance with the Co-operatives UK policy which can be found at www.uk.coop/identity.

Number of co-operatives

Co-operatives UK utilises many sources of information and seeks to identify and monitor all co-operative enterprises possible. As there is no single legal definition of a co-operative in the UK, Co-operatives UK may not be aware of all co-operatives registered under different corporate forms. As a consequence, the total number of co-operatives provided may be an underestimate.

Turnover

Turnover is the value of income received from operations excluding income from grants and interest received from investments. The financial accounts submitted to Companies House by many co-operatives registered as companies consists of a balance sheet only and a figure for turnover is therefore not available.

Throughput

Where turnover is represented by commission, throughput is the total of the gross income on which the commission was earned.

Profit before tax

The amount of profit after payment of all expenses and distributions, but before payment of corporation tax.

Member/shareholder funds

The net assets comprising the value of share capital plus the accumulated reserves.

Memberships

The number of memberships is calculated using the total number of members for all organisations where the totals are available.

Employees

The number of employees is calculated from the number of part-time and number of full-time employees where the figures are available.

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- 13 The Plunkett Foundation (2013) *A Better Form of Business – Community-owned village shops*
- 14 Couchman, Peter speaking at the Roundtable on Co-operative Enterprise, 21 May 2013, co-ordinated by The Times
- 15 According to the most recent figures women account for 13.2% of FTSE 250 board directors, *Women on Boards 2013*, Department for Business, Innovation and Skills, Lord Davis
- 16 According to Co-operatives UK data for the top 15 consumer retail societies, one third (5 out of 15) have female presidents/chairs and 37% (66 out of 179) of these directorship posts overall are held by women. 22 of 88 management executive posts are held by women in the top 15 consumer retail societies. Data for leading companies relates to FTSE250 companies, as reported in Cranfield University School of Management (2013), *The Female FTSE Board Report: false dawn of progress for women on boards?* www.som.cranfield.ac.uk/som/dinamic-content/media/Research/Research%20Centres/CICWL/FTSEReport2013.pdf

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Co-operatives UK has made every effort to ensure that the information provided is correct but in the nature of an exercise like this, we cannot accept formal responsibility for any omissions or errors.

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CO-OPERATIVES UK

Co-operatives UK works to promote, develop and unite co-operative enterprises. It has a unique role as a trade association for co-operatives and its campaigns for co-operation, such as Co-operatives Fortnight and the co-operative option, bring together all those with a passion and interest in co-operative action.

Any organisation supportive of co-operation and mutuality can join and there are many opportunities online for individuals to connect to the latest co-operative news, innovations and campaigns. All members benefit from specialist services and the chance to network with other co-operatives.

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